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SUPPLEMENTAL QUESTIONS
CONCERNING CAREER SERVICE

1. LEGAL ASPECTS OF THE CAREER STAFF

None.

2. LENGTH OF SERVICE

2- 6 (458) and (454).

2- 8 (451).

2-14 (449).

2-15 Will a person on duty on 1 July 1954, but who will not complete three years service until some time in August or September, receive Career Staff applications in the September distribution? (459)

3. VETERANS PREFERENCE AND REDUCTION-IN-FORCE

3- 6 (479).

3- 8 (475).

4. PROMOTION POLICY

None.

5. FITNESS REPORT AND PERSONNEL EVALUATION REPORT

5- 2 (469).

5- 3 (464).

5-19 What does "tough minded" mean as used in the new "Fitness" form? (486)

6. FILING OF APPLICATIONS

6- 2 (431).

7. CONSEQUENCES OF NOT APPLYING FOR, OR NOT BEING ACCEPTED INTO THE CAREER STAFF

7- 2 (416).

7- 4 (412) and (413).

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7- 5 (414), (456), and (473).

7- 6 (445).

7-17 (467).

8. DUAL PERSONNEL SYSTEMS

None.

9. THE SELECTION BOARD AND THE EXAMINING PANEL

None.

10. SIZE OF THE STAFF

10- 4 Approximately what percentage of those eligible in CIA are expected to be selected for the Career Staff? (438)

11. CIVIL SERVICE STATUS

11- 1 (465).

11- 6 In the event that it becomes beneficial to a CIA career employee to acquire Civil Service "Status" thus broadening his potential employment market to other IAC and government agencies engaged in intelligence work and operating within the Civil Service System, will the office of personnel certify the employee from Civil Service Registers to which he has qualified? Will service under the Career Service be given equal weight by the Civil Service Commission should legislation allow an increase in the roles of permanent status employees. (448).

12. CRITERIA

12- 1 (428).

12- 2 (411), (419), and (489).

12-24 What consideration career-wise will persons receive who are qualified for departmental duty only? (403)

13. PERSONAL CONSIDERATIONS AND INTERESTS

13- 6 (425).

13- 9 (407) and (460).

13-10 (406).

13-11 (446).

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13-12 If personal reasons prevent a person from serving other than in one locality, shall he apply for membership with that stipulation or does that fact automatically preclude membership? (417)

14. WOMEN

14- 2 (410) and (452).

14- 7 If an Employee is married to an outside wage-earner (particularly in the case of women) is the employee subject to overseas service requirements? (402)

14- 8 Is a married female eligible for membership in the Career Staff? (408)

15. ASSIGNMENT AND REASSIGNMENT ROTATION

15- 6 (436).

15-12 (450).

15-13 (477).

16. OVERSEAS SERVICE

16- 8 (437).

16-16 (404).

16-20 Will such interviews be waived for applicants on duty overseas who are now, or who may become eligible for Career Service? If not, will there be a procedure for conducting such interviews overseas? (433)

17. BENEFITS

17- 1 (405).

17- 2 (435).

17- 7 (421) and (429).

17- 8 (440) and (442).

17- 9 (455).

17-13 (430).

17-36 Paragraph 3a, Regulation states, "Personnel selected for membership will be afforded, within the framework of applicable laws, preferential consideration for job security and specialized

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training as well as other benefits, etc...."

What action or legislation is being considered to make transfer to Career Staff more attractive, particularly in regards to overseas duty? (443)

18. CLERICAL

None.

19. CHANGE OF CAREER DESIGNATION

None.

20. TRAINING

None.

21. DISAGREEMENT RE ASSIGNMENT

None.

22. TOUR OF DUTY

None.

23. CAREER DEVELOPMENT OF JUNIOR PERSONNEL AND JUNIOR OFFICER TRAINING PROGRAM

23- 5 (420) and (427).

23-14 An employee might think that he fits into JOT while his supervisor not. Should the supervisor discourage or let the machinery get started? (478)

23-15 What is the closing point of acceptance for Junior Officer Training, i.e., age, grade, service, etc. (484)

24. LIFE AND HEALTH INSURANCE

None.

25. CAREER PLANNING

None.

26. MILITARY ROLE

26- 2 (481)

26- 3 (461) and (480)

26- 4 Can a CIA staff employee sign an application for and become a member of the Career Staff if he has the following status as a retired Army officer:

Retired from the U.S. Army for combat-incurred disability;
 Carried on the Regular Army retired list;
 Disability, line of duty under Section 1251, Revised Statutes.
 (447)

- 26-5 What has been done to provide for retirement credit and retention in the active reserve for military reserve members serving in areas where they are unable to participate in regular service reserve programs? (483)

27. SEPARATION, SELECTION OUT AND RESIGNATION

27-10 (409).

27-11 Will there be a system of selection up or selection out in the new promotion system? (457)

27-12 Can a career employee resign from the career service, remaining in CIA, without any repercussion? (426)

27-13 The process of separating "deadwood" and "misfits" from the Agency has been extremely difficult. If Item VI DL of the new Fitness Report (Form No. 37-189) is checked, who initiates and is responsible for action to separate? (441)

28. MISCELLANEOUS AND GENERAL

28-48 Will senior officials with less than the three years service required for Career Staff membership be permitted to serve on the Selection of Career Service Boards prior to that time they themselves are eligible for membership in the Career Staff? In short, will non-Staff be meeting on matters affecting Staff? (453)

28-49 Must a supervisor himself be a member of the Career Staff in order to recommend acceptance of a subordinate? Must Examiners and Selection Committee members have Career Service status? (434) (476)

28-50 What is the Agency policy on time in grade requirements for promotion from: (462)

GS-7 to GS-8
 GS-9 to GS-10
 GS-9 to GS-11.

28-51 Are Wage Board Employees to be considered a part of the Career Staff? (463)

28-52 How may an employee be promoted in his job at expiration of waiting period if the job is not reclassified? (488)

28-53 Although more than 90% of the employees likely to be ordered

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"anywhere at any time for any job" are DD/P and Commo—these units are controlled by other unit representatives on the CSE Committee. Why? (466)

- 28-54 All elements of the Agency now operate under rigid personnel ceilings. Is it intended that personnel ceilings be relaxed to provide additional manpower to replace that expended on career development and career service? (418)
- 28-55 Apart from the higher salary in the early years and apart from patriotic reasons, what does a career in CIA have to offer a young man compared with a career in the regular armed services; or a career at a university; or a career in industry; or in a profession? The disadvantages are evident; what are the advantages. (439)
- 28-56 If everyone is permitted to join the Career Staff the advantages will no longer exist. Therefore, membership must be limited. If membership is limited, will not those who cannot join be discriminated against? The raises, the best job opportunities, the best training opportunities will all go to the selected few and the morale of the majority will consequently suffer. (423)
- 28-57 Reg. para 4b (3) re recommendation for promotion by a Career Service Chief constituting certification that the individual concerned is considered the best qualified in his zone of consideration.
- Does this not place promotion on a personally competitive basis? Might it not indefinitely defer the promotion of a person who although perhaps not the "best qualified within the zone of consideration" might nevertheless be highly deserving? Would it not be more realistic to say that recommendation for promotion certifies that the individual concerned has met the standards required for the next higher grade? (432)
- 28-58 With reference to promotion policy: If the level of a Section Chief job is GS-13, and the incumbent is a GS-12, and further if the incumbent is doing a satisfactory job but not a good job or an excellent job, and further if you believe that you have on your staff other personnel at a lower grade level, individuals whom you believe could do a much better job, (1) can you replace the incumbent, or (2) if you cannot do this, are you obliged to promote the incumbent? (471)
- 28-59 In the case of a supervisor recommending promotion at a time for some reason considered inopportune, would a promotion rejection on personnel record be detrimental in any way to the subject concerned? (470)

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SUPPLEMENTAL QUESTIONS
CONCERNING CAREER SERVICE

14 October 1954

1. LEGAL ASPECTS OF THE CAREER STAFF

None.

2. LENGTH OF SERVICE

2-11 (524) and (534).

3. VETERANS PREFERENCE AND REDUCTION-IN-FORCE

3- 9 If employees who do not apply or are not accepted into the Career Staff continue to possess the benefits accorded U. S. Government Employees by law, what preferential consideration will be given to Career Staff employees regarding promotions, job security, and demotions or separations caused by reductions in force? (495)

4. PROMOTION POLICY

4-12 (521)

4-15 With regard to promotion, is the Agency considering any program, such as exists in the Department of State, to ensure that each employee is regularly considered for promotion, and that culling is regularly performed? At present these functions appear to be at the whim of the supervisor! (493)

4-16 Explain where PUD gets its authority to reject a promotion. (528)

5. FITNESS REPORT AND PERSONNEL EVALUATION REPORT

None.

6. FILING OF APPLICATIONS

None.

7. CONSEQUENCES OF NOT APPLYING FOR, OR NOT BEING ACCEPTED INTO THE CAREER STAFF

None.

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8. DUAL PERSONNEL SYSTEMS
None.
9. THE SELECTION BOARD AND THE EXAMINING PANEL
None.
10. SIZE OF THE STAFF
None.
11. CIVIL SERVICE STATUS
None.
12. CRITERIA
12- 2 (523).
13. PERSONAL CONSIDERATIONS AND INTERESTS
13- 3 (522).
14. WOMEN
14- 2 (518).
15. ASSIGNMENT AND REASSIGNMENT ROTATION
 - 15-14 Will provision be made so that a person could apply for transfer to another area division without antagonizing current supervisors? (492)
 - 15-15 I understand that our people returning from overseas are sometimes forced out of the Agency if no appropriate jobs are found for them within 30 days. (500)
 - 15-16 Why is it that personnel having served a tour of duty overseas might return to find themselves without a job in their division, have to go to another division where they must take a lower classification than personnel new to the Agency--is this in your opinion fair? (499)
 - 15-17 Is the Career Staff oriented on a vertical basis in division form or a horizontal basis to include all divisions, i.e., can one expect a variety of assignments which could in theory touch all divisions? (525) and (532)
16. OVERSEAS SERVICE
 - 16-16 (498).

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- 16-21 Is there a maximum age limit for an overseas assignment? (514)
- 16-22 Is there any plan in progress where each person will be required to serve a period of time overseas? (505)
- 16-23 Can an employee establish the conditions under which he will accept an overseas assignment and still remain eligible for membership in the Career Staff? If so, how restrictive can the conditions be? (496)

17. BENEFITS

17-12 (502).

17-37 Has any thought been given to better retirement benefits for hazardous duties as provided to some other governmental agencies? (519)

17-38 What practical difference will the establishment of a Career Staff make in the DD/I Area of CIA? (513)

17-39 Do you consider it just that men of military status assigned to CIA receive hazardous duty pay for the same duty that Agency career men perform--yet do not receive this pay? (508)

18. CLERICAL

None.

19. CHANGE OF CAREER DESIGNATION

None.

20. TRAINING

None.

21. DISAGREEMENT RE ASSIGNMENT

None.

22. TOUR OF DUTY

None.

23. CAREER DEVELOPMENT OF JUNIOR PERSONNEL AND JUNIOR OFFICER TRAINING PROGRAM

23- 3 (533).

23-16 How do you expect junior personnel with limited agency knowledge to prepare a good, well reasoned Plan of Assignments? (535)

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23-17 How do you equate "equivalent Agency experience" to the prior education requirement of a Bachelor Degree? (487)

24. LIFE AND HEALTH INSURANCE

None.

25. CAREER PLANNING

None.

26. MILITARY ROLE

26- 2 (147).

26- 6 In the event of an order to active military service of an individual who has already been ordered to a specific assignment by the Career Service of CIA, which order would carry precedence, inasmuch as at least in the case of reservists in the Career Staff, a similar military contract has already been sworn to by the individual when he was sworn in as a member of the reserve forces of the U. S. (397)

27. SEPARATION, SELECTION OUT AND RESIGNATION

None.

28. MISCELLANEOUS AND GENERAL

28-68 What will be the effect on employee morale to generally require them to accept the obligations of the Career Staff if a persuasive and distinctive list of preferential advantages cannot be established? (293)

28-69 Is four years in CIA considered the service equivalent to a college degree for Career Service? If not what is considered "equivalent service"--length of service, specialized service, or other qualification? (526), (527), and (529).

28-70 Is there any possibility of CIA being given the privilege of 30 days home leave--same as State Department? This is in addition to the regular annual leave. (515)

28-71 In view of the Career Staff's demands will 20 year retirement--such as is in effect in the FBI--be among the aims of new legislative requests? Is there any foundation to stories that the Agency is contemplating such a retirement plan? (516) and (517)

28-72 Does one have to apply for promotion? Is it not granted automatically, if deserved? (531)

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- 28-73 How do supervisors learn what the Agency expects of them? Who evaluates the quality of the supervision? (530)
- 28-74 Will the Agency go under Social Security, rather than continue under the 6% retirement system, as the result of recent Congressional legislation? (520)
- 28-75 Do you believe that the present T/O, Ceiling and Career Service Boards are providing effective personnel controls? (512)
- 28-76 How long after an employee has signed an Application for Membership in the Career Service will he be notified of his acceptance or rejection? (511)
- 28-77 Because a very large proportion of the upper and middle jobs are held by unusually young persons, will not those in the lower grades be stymied in their advancement? What will be done about this problem? (509)
- 28-78 Do you feel that a person should be kept in a job he has been doing for several years even though an opportunity for advancement presents itself? (507)
- 28-79 Why is it that your recruiters glamorize CIA to college girls? They arrive with high hopes for a real career, only to find that if they can type, they are immediately slotted in secretarial jobs, with practically no chance for reassignment. (506)
- 28-80 What are your views on the present procedure and operations of the Career Service Boards? (504)
- 28-81 I'm in Central Building. For the last ten months I have had to go to Curie Hall, wait in line about one hour, and then back to Central. This in total consumes about two hours. How can I get some action to save a little time? (503)
- 28-82 Are there still plans to maintain an intelligence reserve unit of former personnel, in the event of emergency mobilization? (501) and (510)
- 28-83 How long do you think it will take for the Career Service Board to function effectively? (497)
- 28-84 What is the Agency's attitude toward the use of Personnel who have foreign born wives, or relatives who still live behind the Iron Curtain? (490)
- 28-85 Don't you think there are too many people assigned to slots that don't measure up to their abilities, qualifications, education & experience? These positions are not only unchallenging, but too often menial & boring. If you hired more non-college grads, you

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could assign higher educated personnel in accordance with their training and background. (491)

28-86 As we all know, in the higher grades there is only a one-grade difference between the Chief and Assistant Chief--that is, the Chief is a GS-15, the Assistant Chief a GS-14. Why isn't the same consideration given in the lower grades? If a Chief is a GS-9 why can't the Assistant Chief be a GS-8, not a GS-7? After all, "Assistant" has the same definition in both cases regardless of duties. (494)

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- 28-60 What is so wrong about individuals being in competition for positions—similar work and grades are understood here. Do you imply that career service would reduce this time of competition? (472)
- 28-61 What can be done to insure that the office which originates a request for Personnel Action will be notified promptly of its approval or rejection? Tracing these actions is very time consuming. (474)
- 28-62 What is the likelihood that more slots in the various War Colleges will be made available for CIA staff members? I believe there are now only 6 slots available each year. (482)
- 28-63 Within the new Career concept will there be an "Executive Inventory"? (485)
- 28-64 Can the Honor Awards really be considered a substitute for the public and professional recognition possible in work outside the Agency? (468)
- 28-65 If the advantages of Career Service are tangible, will not everyone want to join in order to enjoy them? (422)
- 28-66 What is the position of an individual who during the 90 day period writes a required memorandum stating that he does not wish to join the Career Staff if at a later time he reverses his opinion and wants to join. What happens? (444) (415)
- 28-67 Will the advantages to the Agency of this service be real or is it simply another form of bureaucratic red tape? If the work is sufficiently interesting, administration good, and inducements great enough, the Agency will never lack well qualified personnel. The need for such a service and the desirability of such a service seems highly questionable. (424)

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4 January 1955

MEMORANDUM FOR THE RECORD

1. The following is the historical sequence which has led to the development of the selection criteria and the procedures for the processing of applications for Membership in the Career Staff:

a. At the first meeting of the Selection Board on 6 August 1954 the general ground work was laid and the necessity recognized for the development of suitable selection criteria, and the Chairman stated that he would submit the criteria for discussion at the next meeting of the Board.

b. A staff study was subsequently prepared, dated 28 September 1954 entitled "Career Staff Selection Criteria". At the second meeting of the Selection Board which was held on 1 October 1954, this staff study was presented for the consideration of the members of the Board, and it was decided that they would be asked to give their views in writing to the Executive Director of the Selection Board for the modification of the staff study.

c. Suggestions for modification or change of this staff study were received from the Medical Office, Security Office, from the Assistant Director of ORR and from the Assistant Director of OO. These changes were submitted to the Selection Board at its next meeting on 15 October 1954. At the latter meeting the selection criteria were again discussed and the alternate proposals of Drs. Tietjen, Guthe and Mr. Carey were reviewed, and the Executive Director was directed to prepare a revision of the staff study to incorporate the suggested changes.

d. At the 4th meeting of the Selection Board held on 22 October 1954 another draft of the selection criteria paper dated 19 October was presented. Certain further changes were suggested, and it was agreed that these would be incorporated in another revision, that the members would be polled for their concurrences which, when obtained, would constitute final approval of the criteria paper. This was accomplished and the final revision dated 15 November 1954 represents the final and approved operating paper concerning selection criteria into the Career Staff. This paper has been approved by both the Selection Board and the CIA Career Council and has been distributed as an action paper to all the major components of the Agency. (10 extra copies were sent to Distribution A for further dissemination and a copy of the final draft was sent to all members of the Panel of Examiners.)

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e. The original staff study "Processing applications for membership in the Career Staff" was prepared for the 4th meeting of the Selection Board on 22 October 1954 and was dated 20 October 1954. This staff study on procedures was discussed at length by the members of the Board, and, as a result, various revisions were suggested; particularly, as related to the review to be given Career Staff applications. It was decided by the Board that there would be three types of recommendation (Type A, B and C). This concept and the review to be given these three types of recommendation was subsequently incorporated in a revised staff study, dated 29 October 1954.

f. In order to avoid the necessity of having the Board reconvene to consider these changes again, it was directed that the Executive Director send the revised staff study on procedures dated 29 October (along with the staff study on Selection Criteria) to the members by a routing memorandum. This was done, and concurrences were obtained from all members of the Selection Board except the Director of Training who felt that Types B and C reviews should be conducted in the same manner, whereas the staff study as presented had differentiated between the two types of review.

g. As a result of the difference of opinion of the Director of Training, all of the members of the Board were polled orally to see whether they would accept the revision suggested by Mr. Baird. They all agreed to this change and, accordingly, a further revised staff study on procedures was prepared, dated 15 November 1954, which incorporated the final concurrences of the Selection Board.

h. However, a further change was subsequently directed by the CIA Career Council at its 5th meeting on 19 November 1954. The two staff studies had been brought to their attention at this meeting in order to obtain a decision as to the distribution that should be given to these studies and whether they should be published for Agency-wide dissemination. The Council decided that in view of the possible security risk in disseminating the information too widely, it would be preferable to restrict the distribution to Distribution A, with such additional copies as they might need to pass down on a verbal basis. In addition, the Council directed that page 4 of the procedures staff study be revised. The principle revision required was to remove the words "qualified" and "unqualified" from the types of recommendations and to have Type B cases become a recommendation for deferment of action instead of a "qualified recommendation" as had previously been approved by the Selection Board.

i. The changes directed by the Council were made and a revision was distributed to Distribution A and Panel of Examiners as final action papers. They are identified as "Final Revision, 15 November 1954".

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FINAL REVISION

15 November 1954

MEMORANDUM FOR: The CIA Selection Board

SUBJECT: Processing Applications for Membership in the Career Staff

- I. PROBLEM: To establish principles for the processing of applications for membership in the Career Staff and to provide the Executive Director of the CIA Selection Board with guidance so that he may establish specific procedures.
- II. ASSUMPTIONS: Subject to the provisions of Regulation it is assumed for the immediate future:
1. That the CIA Selection Board will make final decisions on all applications for membership in the Career Staff based, principally, on recommendations of the Heads of Career Services.
 2. That the recommendations of Heads of Career Services will be reviewed on behalf of the Board, from the Agency-wide point of view, by three-man Examining Panels which will make specific recommendations to the CIA Selection Board.
 3. That reviews of applicant's admissability into the Career Staff may differ in degree, according to Regulation but will not differ in kind.
 4. That the Panels of Examiners are, together with the Secretariat of the Board, the principal working arm of the Board.
 5. That in the case of certain applications, the CIA Selection Board will, itself, sit as the Examining Panel.

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III. FACTS:

1. On all except minor personnel actions, the concurrence of the Security Office is standard procedure. For example, Security Office concurrence is required for entrance on duty; for the issuance of Cryptographic Clearances, of SI Clearances and of Q Clearances; for transfer from Vouchered Funds to Confidential Funds; for assignment to an Overseas Station; for entrance into extra-CIA training; for the award of an honor or medal by the Director, etc.
2. On many types of personnel actions, concurrence of the Medical Office is standard procedure. This includes entrance on duty and assignment to certain kinds of activities, including, in every case, assignment to overseas duty.
3. The concurrence of the Office of Training is not required on personnel actions (except assignment to Agency-conducted training and to Agency-sponsored extra-CIA training). However, the advice of the Office of Training is widely sought on all manner of personnel actions through the medium, principally, of evaluations of performance of individuals during training activities and of assessment of an individual's suitability for, or adaptability to, a specified situation.
4. The Office of Personnel gives final approval on all official personnel actions and its advice and assistance through the medium of Placement Officer activities, recruitment, employee services, etc. is widely sought on all manner of personnel actions.
5. The Heads of Career Services have the responsibility for planning the

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careers of individuals and of making recommendations on many types of personnel actions. All persons eligible for membership in the Career Staff come under the jurisdiction of one Career Board or another.

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6. Regulation in connection with selection into the Career Staff, calls for the recommendation to the CMA Selection Board of an Examining Panel, which shall have available to it the recommendations of supervisors, the Head of the Career Service (Career Board), and all pertinent information from the Security Office, the Medical Office, the Office of Training and the Office of Personnel.
 7. The Heads of the Career Services, through their Career Boards, are in the best position to make the principal recommendations for review by an Examining Panel for admission into the Career Staff of those persons for whom they have responsibility.

IV. DISCUSSION:

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1. If differences in kind are established for the review of applications, those persons placed in the more restrictive categories will be immediately identified, and their reputations and careers perhaps thereby damaged. It, therefore, becomes necessary to establish differences of degree rather than differences of kind.
 2. With some persons eligible to apply for Career Staff membership as of this date, it is desirable to determine the degree of review to be accorded each application. The recommendations of the Heads of Career Services in each case are needed. These recommendations could be as follows:

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Type A. Recommended for acceptance into the Career Staff.

Type B. Recommended that action be deferred and the reasons therefor.

Type C. Recommended that acceptance into the Career Staff be denied and the reasons therefor.

3. All of the three types of recommendations listed in paragraph 2 would be reviewed by an Examining Panel on behalf of the CIA Selection Board unless directed otherwise by the Board in a specific individual case. Such specific exception would be brought to the attention of the Board, itself, for decision by the Executive Director when so recommended by the Head of the appropriate Career Service, by the Security Office, or by the Medical Office.

4. The three types of recommendations listed in paragraph 2 would be handled as follows:

Type A. Advice by the Security Office that it interposes no objection. Abbreviated review by an Examining Panel. Decision by the CIA Selection Board.

Type B. Review of deferment recommendation by the Examining Panel. Decision by the CIA Selection Board.

Type C. Advice, together with pertinent information, from the Security Office, the Medical Office, the Office of Training and the Office of Personnel, mandatory. Review by the Examining Panel. Decision by the CIA Selection Board.

V. CONCLUSIONS:

1. That the types of recommendations be described in paragraph IV 2. be adopted.

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2. That the types of recommendations described in paragraph IV 2. be handled as described in paragraphs IV 3. and 4.

VI. RECOMMENDATIONS:

1. That the above conclusions be adopted.
2. That in every case the advice of the Security Office be requested before the CIA Selection Board makes its decision.
3. That the Heads of the Career Services be asked to specify, both in respect to recommendations on each individual that they have already sent to the CIA Selection Board, as well as in all future recommendations, which of the three types of recommendation are being made.
4. That the Heads of the Career Services be asked to be prepared to provide oral or written advice on the reasons for making recommendations in the case of Type B. and Type C. recommendations.
5. That the Executive Director of the CIA Selection Board be directed to develop the necessary forms and procedures to put these principles into effect.


Executive Director
CIA Selection Board

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Chairman, CIA Selection Board

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FINAL REVISION

15 November 1954

MEMORANDUM FOR: CIA Selection Board

SUBJECT: Career Staff Selection Criteria

1. PROBLEM:

To determine criteria to be used by the Heads of Career Services, the Panel of Examiners and the CIA Selection Board in considering applications for membership in the Career Staff.

2. ASSUMPTIONS:

a. It is necessary to have selection criteria for the guidance of the Heads of Career Services, the Panels of Examiners and the CIA Selection Board to insure that equitable and uniform standards will be applied to all applicants.

b. It is necessary that the Heads of Career Services, the Panels of Examiners and the CIA Selection Board understand and utilize the same criteria so that both the recommending function of the two former and the approving function of the latter are based upon the same selection standards.

3. FACTS:

a. The Career Service Staff is currently sending applications for membership in the Career Staff to all persons who became eligible on 1 July 1954 and who have become eligible subsequent to that date.

b. Merely to work off within a year the large back-log of applications that is anticipated (in excess of were eligible on 1 July 1954), it is 25X9A2

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necessary for the Panels to consider an average of at least 100 cases per week. It is, therefore, imperative to agree upon selection criteria to be employed and to convene the Panels as expeditiously as possible in order to act upon the large volume of returned applications which is expected in the immediate future.

4. DISCUSSION:

a. The CIA Career Service Board and the Professional Selection Panel discussed and considered for many months various criteria that could be employed to select the most suitable persons for long-range employment in this Agency. Unanimity of opinion could not be reached. In effect, the problem has now been left to the decision of the CIA Selection board per Regulation No. [] which states, in part: "The CIA Selection Board is responsible for formulating appropriate criteria for selection into the Career Staff."

b. For the immediate future, tentative selection criteria which can be employed at once are needed so that action on applications to the Career Staff can be taken without undue delay. In actual fact, certain assumptions are basic to the philosophy and procedure by which the Career Staff is being established. They are

(1) The Agency assumes that each staff employee and staff agent presently on duty is a potentially suitable member of the Career Staff.

(2) Before granting membership in the Career Staff to those persons who seek it, however, the Agency reviews the record of each candidate to insure that this assumption is correct.

(3) The Agency makes a sincere expression of intent to continue the employment and to develop the career of each employee who makes a sincere

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expression of intent to cast his lot on a long-term basis with the Agency and to devote himself to the furtherance of its mission. Therefore, the present problem is to screen out those persons who, for one reason or another, do not qualify for membership in the Career Staff. The principal responsibility of the Heads of Career Services, the Panels of Examiners and the CIA Selection Board at present is to look for negative evidence, or for disqualifying factors, rather than attempt at this time to formulate positive criteria without a more adequate research basis.

c. In the fields of security and medical considerations, professional opinion is required. The Security and Medical Offices routinely accomplish suitability determinations in their respective fields for conditions of employment. The Head of the Career Service who has questions in regard to an individual's security and/or medical performance will refer such questions to the office concerned.

d. The areas in which Heads of Career Services, Panels of Examiners and the CIA Selection Board should look for disqualifying evidence are as listed below. These are to be considered as guides rather than as hard and fast juridical criteria.

(1) Job Performance

On the basis of his prior record with the Agency and the recommendations of his current supervisors, is the job performance of the individual inadequate to the extent that he should not be offered career status?

(2) Personal Conduct

Are there any indications that the individual's on-the-job conduct (i.e. inter-personal relationships, maturity, stability, judgement, security consciousness, etc.) is deficient or would be unbecoming a member of the Career Staff? Are there indications that his off-the-job conduct is

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such that it might attract unfavorable notice to himself or to the Agency?

(3) Training Record

Is there evidence of unsatisfactory performance or conduct in the individual's training record (including assessment records) which reflects adversely upon his suitability for an Agency Career?

(4) Evidences of Intent

Is there any evidence of lack of intent to remain with the Agency on a long-range basis or lack of sincerity in the individual's expressed willingness to fulfill the obligations of career service?

(5) Evidences of Inconsistency

Are there inconsistencies in the record of the individual or in the recommendations of supervisors that require clarification and might lead to evidences of unsuitability after the facts are fully developed?

e. The experience of the Career Service Board and the Professional Selection Panel would indicate that positive criteria cannot be formulated solely on the basis of the opinion of individuals, even though they are of wide experience and unquestioned sincerity and motivation. Until a system for describing the "successful" CIA employee based on research and sound psychological principles can be devised, the discussion is likely to be endless as well as futile. The new Fitness Report will help to fill this void. It is believed that research now being conducted and to be conducted in the future by various components of the Agency will be productive of a system of criteria that could be used in future years when the problem of selection into the Career Staff becomes radically altered.

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5. CONCLUSIONS:

a. In order to implement the selection of persons into the Career Staff, criteria acceptable to the CIA Selection Board are needed at the earliest practicable moment.

b. The criteria listed under 4 (d) above are considered workable interim standards pending completion of more exhaustive formal research.

c. Adequate research in this field must be done within CIA under the coordination of the Assistant Director for Personnel.

6. RECOMMENDATIONS:

It is recommended

a. that the criteria listed under 4 (d) above be approved by the CIA Selection Board for use by Heads of Career Services and by the Panels of Examiners in arriving at the basis for recommendation to the CIA Selection Board as to the suitability of Career Staff applicants.

b. that the Assistant Director for Personnel be asked to coordinate the necessary research as indicated under 4 (e) above.

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Executive Director
CIA Selection Board

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APPROVED

Chairman, CIA Selection Board